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PMI-CTT Chapter News is published 5 times a year in February, April, June, October and December.

Articles for submission are encouraged from the members and should be sent to the Director of Communications, Ashok Goyal at [agoyal@pmi-ctt.org](mailto:agoyal@pmi-ctt.org). The deadline is second week of the month newsletter is due.

### *Message from the President*

Congratulations, members and participants, for sharing in another strong season with your PMI-CTT Chapter. Since last September, we have hosted a fantastic one-day symposium, offered another two successful Cheetah courses, ran several study groups, held five regular dinner meetings, three community discussion forums, and within all of them, offered great opportunities to meet project management associates from our communities.

Your board of directors is taking a well-deserved summer rest, and will be back in September planning the fourth season of our chapter. Take time to read some of this seasons recap articles in this issue, as well as some teasers for next season events, including the symposium, training sessions and dinner meetings.

We have also just completed a membership survey, and will use our member's input to add some new ideas to the 2003-2004 agenda. If we have missed anything, or you feel we should try

something new, drop me a line this summer ([modonovan@pmi-ctt.org](mailto:modonovan@pmi-ctt.org)). We will share with you our findings as soon as they are all tabulated.

We end our 3<sup>rd</sup> season with 343 members, this is our 13<sup>th</sup> edition of our newsletter, and will end this 2003 – 2004 September to June season with another vote for the next executives to take you through 2004 – 2006.

Thinking of volunteering – now is the time to get involved, to understand the commitment of time and passion put forth by our worthy volunteers, and positioning yourself for a prestigious position within our executives.

The chapter will be sending two of the board members to the PMI Leadership Convention in Baltimore this October. The annual leadership conventions are focused on sharing innovation, insights, and opportunities necessary to build a team dedicated to managing a nonprofit PMI component organization as a volunteer leader, and offers tools, techniques and training focused on cultural

competencies and membership topics. Stay tuned for an update in our October newsletter.

Enjoy your summer. I hope each of you take the time to relax and focus on your personal needs, as opposed to the needs of your project team. Enjoy Richard's cartoon in this edition, as it seems we have trouble breaking the very foundations that make us strong. Let someone else manage your time for a breather – and see you in September.

Cheers,  
Michelle

Michelle O'Donovan  
President, PMI-CTT chapter

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## **PMI-CTT Board**

Michelle O'Donovan - President\*  
Denise Barrett – Past President; Vice President, Communications and Publicity\*  
Clay Eccles – Vice President, Education\*  
Caroline Lennox – Vice President, Membership & Community Affairs\*  
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Dale Van Looyen - Director of Mentoring  
Margaret Charles - Director of Membership

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Andrew Melchers - Director of Community Affairs

Julie Rastelli - Director of Business Planning

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Lois Bowman - Director of Professional Development (Certification)

Susan Somerville - Director of Events

Ian Mason – Director of Volunteer Coordination

*\* represents members of the Executive*

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## **Sold Anything Lately?**

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What does sales have to do with project management? Plenty. All Project Managers need the ability to sell. Some people think selling is a dirty word, but we have to sell every day. We sell our ideas. We sell our plans and the final deliverable. We sell ourselves (not literally, of course). To sell is to convince someone else to accept what we have to offer. There doesn't need to be an exchange of money for a sale to occur. There needs to be acceptance.

All managers need to sell, but as Project Managers, we have an even bigger need. Why? Because we have no authority. We have to rely on influencing others and selling is one way to influence. Let's examine the stages of the selling process.

1. Define Customers and Stakeholders – You can't make a sale unless you know who you have to sell to. Make sure you've identified all the stakeholders.
2. Manage Expectations – The requirements elicitation process is your first opportunity to begin to crawl inside your customers' heads, to see the world from their point of view. Elicit the customer's requirements in the customer's language. Then work with the customer to analyze and prioritize the requirements. This begins the process of managing the customer's expectations. Next, explicitly define the deliverable you will be asking your customer to accept. Define what will be included and not included. Then have the customer define his or her acceptance criteria – those critical factors that will determine his or her satisfaction with the deliverable. By knowing the acceptance criteria ahead of time, you have a clear sales target. But don't agree to acceptance criteria

you can't meet. To delight a customer, you must exceed the acceptance criteria. To satisfy the customer and ensure acceptance (the sale), you must meet the criteria.

3. Assess Risk – Assess the risks of not being able to satisfy the customer. Develop countermeasures. Don't forget to assess the human and political risks as well as the technical risks.
4. Involvement – Involve customers and stakeholders in the planning and execution processes. If both groups are on your team, you'll develop buy-in, understanding and commitment all the way through the project. If a group isn't represented on the team, assign someone on the team to act as a liaison to that group. The liaison is the communications conduit to the stakeholder, collecting input, communicating progress and issues, gathering feedback and paving the way for the final sale.
5. Communicate – Communicate, communicate, communicate – in the customer's language. Drop the technical jargon. Talk in "customer speak." Create a communication plan. Ask for feedback regularly so you can make mid-course corrections if necessary.
6. Presentation – Present whatever it is you're selling. Make sure it speaks to the customer's needs and wants (meets or exceeds the acceptance criteria). Explain how the solution will benefit the customer. Stay away from selling the technical benefits. Ask for acceptance. If you don't get it, elicit the customer's concerns and determine your next course of action.
7. Evaluation – Ask the customer and other stakeholders to evaluate the entire sales process. What did you do well? What could you have done better? Use this evaluation during your lessons learned.

Selling is all about stepping into the mind of the customer and helping him or her address specific problems and concerns. It is about learning the customer's language and always speaking to the customer in clear, understandable terms.

I recently tried to buy a new TV. I wanted a large screen HDTV, I thought, and went into the store to try and buy one. Rear projection, front projection, LCD, DCP, plasma screen. I was so overwhelmed with the salesman's technical jargon that I walked out after an hour, with nothing more than a headache. I still don't own a new TV as no one has been able to sell to me in language I understand.

In the end, you're most likely to make the sale when there is customer involvement in the process from the beginning. The customer then understands the constraints, the issues and the problems and can help to decide what to do about them. He has journeyed down the road with you to the point of acceptance and because of that journey together, it's much more likely that you will make the sale, now that the customer is on the team doing the selling.

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Paula Martin is the CEO of Martin Training Associates, a management training and consulting firm. She's the author of seven books including the *Project Management Memory Jogger™* and *Executive Guide: The 7 Keys to Success*. For more information, visit the Martin Training website: [www.martintraining.net](http://www.martintraining.net). Phone: 866-922-3122 or 513-563-3512.

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## ***Cheetah Learning does it again***

*100% success!!*

PMI-CTT Chapter presented another "Cheetah Accelerator Course for PMP Certification" on June 2-6, 2003 with their claim to fame "Pass the PMP in Five Days, GUARANTEED!". With 8

registrants, the course was geared towards experienced project managers.

The instructor Peter McBride is thrilled to report that we had 100% success rate and all eight students are now PMPs. Kudos to the students for their hard work and dedication to the profession. Watch this space and our website ([www.pmi-ctt.org/education.htm](http://www.pmi-ctt.org/education.htm)) for further information on upcoming courses.

Clay Eccles, PMP  
Vice President, Education PMI-CTT Chapter

## WEBMASTER UPDATE:



Welcome to our last newsletter for this season before we break for the Summer and thanks to all contributors for sending articles. PMI-CTT Newsletter is published 5 times a year on alternating months in Oct, Dec, Feb, Apr and June. As your Director of Communications, I am responsible for chapter's website and the newsletter. Thanks to our hard working editor Gwen Williams, without whom this task would be impossible.

Our next newsletter is a few months away but if have any questions or wish to submit articles, please do not hesitate to contact me.

Enjoy the Summer,

Ashok Goyal, MBA, ISP,PMP  
Webmaster & Director of Communications, PMI CTT Chapter  
President, e-StrategicConsulting.com

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## Fall Symposium

*Promoting Best Practices from Novice to Expert*

Your CTT Chapter is proud to announce our fall symposium. The tracks will cover various aspects of project management and will be entitled "Freshman", "Senior", "Soft Skills" and "Tools and Training". We have excellent speakers in the line-up and will be able to publish the topics and speakers shortly. Our key note speakers this year will be Mr. Don Morrison, COO Research in Motion and Mr. Jim Clemmer, The Clemmer Group. Mr.. Morrison has held a number of senior leadership positions in Canada, the United States, Europe and the Middle East. His interests and accomplishments have focused on helping to connect people through network technology. Mr. Clemmer is a best-selling author and internationally acclaimed keynote speaker, workshop/retreat leader, and management team developer on leadership, change, customer focus, culture, and personal growth. We have a great team of volunteers working hard to pull everything together. We have lessons learned from our first symposium and some great new ideas. We are just now finalizing our speakers and tracks. More information will be available in the next few weeks. Mark your calendars with Oct 23rd.

Denise Barrett, PMP  
Vice President, Communications and Publicity, PMI-CTT Chapter

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## PMI Discussion Forum

*Communication and Team Management*

The discussion forum was held on the 28th of April 2003 and we had 9 people attending. The group had a diverse background with experience in many different industries. This diversity lead to some great discussion on the topic of Communication and Team Management. The meeting started with Deb

Strauss presenting a short bit on PMI and the PMBOK, which lead very nicely into her presentation on communication and team management. The discussion after the presentation had some very helpful ideas for improving communication on project teams.

- If meetings are too long, take the seats out of the meeting room
- At the start of a meeting have people check in so they can indicate any problems they might have with participating in the meeting
- Instead of replying to individual e-mails, write summary e-mails if possible
- Have a policy of not sending e-mails to senior management after 5 pm to avoid to communication that comes from frustration.

These are just some of the great ideas that were shared during the discussion evening.

Andrew Melchers  
Director of Community Affairs

## ***Neighbourhood News...***

<b>PMI Southern Ontario Chapter Calendar of upcoming Events</b>
<p><b>Breakfast Meeting</b> Tuesday August 12, 2003 at 7:30 a.m. <b>Location:</b> Toronto Tennis and Lawn Club - 44 Price St., Toronto <b>Speaker:</b> Leonard Rebick <b>Topic:</b> Community Building in the Diverse Project Management Environment</p>
<p><b>Dinner Meeting</b> Thursday September 25, 2003 at 7:00 p.m. <b>Location:</b> Novotel North York <b>Speaker:</b> John Schlichter, MBA <b>Topic:</b> Organizational Project Management Maturity Model</p>
<p>Details and registration: Web Site: <a href="http://www.soc.pmi.on.ca">www.soc.pmi.on.ca</a></p> <p>Chapter Office: 416 - 381 4058</p>

## ***PM Course Info***

PMI-CTT is pleased to announce that the University of Toronto Professional Development Centre will be offering their six-day Comprehensive Project Management Seminar in the Kitchener-Waterloo area. This event is planned for the September/October timeframe. Watch for the details, which will be communicated to the PMI-CTT mailing list, and through our website.

This course provides broad and practical coverage of project management methods. Since it is structured around PMI's "Body of Knowledge" (PMBOK®), it also serves as an excellent preparation for PMI's designation as a Project Management Professional (PMP). The Professional Development Centre's PMP exam pass rate is significantly higher than the exam pass rate average.

Instructed by leading Project Management professionals, this seminar is highly interactive and relevant to your interests, with an excellent track record. Participants are encouraged to share and discuss their project challenges and successes.

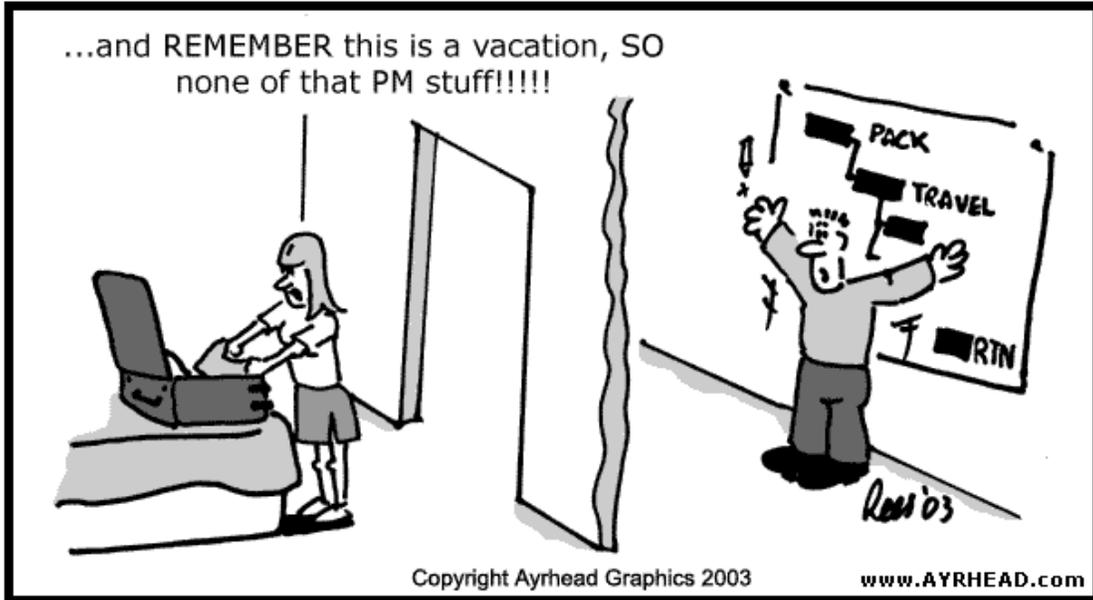
This course is an intermediate level course for working project managers, and is suitable for anyone in a formal project management environment or expecting to work in one, whether they themselves manage projects or are associated with them as executives or team members.

PMI-CTT hosted this course in 2002, and is pleased to be able to arrange this again this year.

Lois Bowman  
Director of Professional Development (Certification), PMI-CTT Chapter

### *Cartoon corner*

Cartoon courtesy of Richard Rees. For more humour please visit  
[http://www.ayrhead.com/Devan\\_PMICTT.html](http://www.ayrhead.com/Devan_PMICTT.html)  
[Contact@ayrhead.com](mailto:Contact@ayrhead.com)



### ***Call for Volunteers...***

Short and long-term opportunities available

From assisting with greeting and reception at dinner meetings, to positions on the Board of Directors, there are many opportunities for you to expand your skills, meet new people, and in some cases, earn PDU's. Volunteering, even just a few minutes a week, is vital to keeping PMI-CTT healthy and active.

If you are interested in specific or general opportunities, please contact [membership@pmi-ctt.org](mailto:membership@pmi-ctt.org)